



## **TERMS OF REFERENCE FOR THE PROVISION OF CONSULTANCY SERVICES TO DESIGN AND DELIVER A TRAINING ON THE BALANCED SCORECARD FOR THE PPPC**

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### **1. Introduction**

The Public Private Partnerships Commission (The PPPC) was established in 2011 through an Act of Parliament {The Public-Private Partnerships Act 2011}. The PPPC is the sole authority to facilitate the implementation of public, private and partnership arrangements and to divest both direct and indirect interests in state-owned enterprises in Malawi. The PPPC is implementing the Digital Malawi Project on behalf of the Malawi Government. In order to explore the performance measurement and use of the Balanced Score Card as a performance measurement tool for Management, the PPPC intends to engage the services of a Consultant to train the management team in the efficient use of the system. The consultancy shall be for a period of five months and shall include the designing of the tool and how it can be effectively implemented by the Management Team.

### **2. Objective of the service**

The main objective of the assignment is to design and deliver a Balanced Scorecard Performance Management tool for the PPPC. The Consultant will then train the management team on the tool.

### **3. Scope of the service**

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

It is therefore necessary that the training should include all the basic concepts and best international practices necessary to the achievement of the expected objectives. The Consultant shall therefore be expected to undertake but not limited to the following activities:

- Basic concepts of the balanced scorecard and how it can be used to improve organisational performance.
- How the balanced scorecard applies to different types of organisation.
- How to build and implement a balanced scorecard using the nine-step methodology.
- How to develop meaningful performance measures and target.
- How a scorecard system can drive a performance-informed budget and accountability.
- How to better inform decision making through scorecard automation.

- How to cascade the scorecard to all levels of staff at the PPPC.
- How to design and implement a scorecard where other frameworks have already been introduced.
- How to evaluate planning documents and processes.

#### **4. DELIVERABLES**

The Consultant will facilitate the necessary consultations with management and the Commission for the purpose of designing and delivering a training on the Balanced Scorecard. The Consultant will be expected to come up with reports on the Balance Scorecard training actions and responsibility allocations and deadline for the Balanced Scorecard tool as follows:

- 1) Inception Report to be submitted within 2 weeks after contract signing
- 2) Needs Assessment Report to be submitted within 4 weeks after contract signing
- 3) Training Report to be submitted 2 weeks after the training
- 4) Close out Report (Final Report) to be submitted within 3 weeks after the training

#### **Qualification and Experience of the Consultant**

The Consultant is expected to have the following qualifications and experience;

- (1) Should have at least three (3) years' experience in developing HR documents including the Balance Scorecard as a management performance tool.
- (2) Should be a holder of at least a Bachelor's Degree in Human Resources, Law, Business or Public Administration or any other related qualification.
- (3) Should demonstrate having done practical experience in organizing and delivering courses on balanced scorecard for at least two (2) organizations in the past five (5) years.
- (4) Should demonstrate having knowledge of modern HR issues in both large and small organizations.
- (5) Should demonstrate having knowledge implementing a balanced Scorecard performance management tool.

#### **6 Reporting Requirements**

The successful consultant shall be required to submit the written reports to the Chief Executive Officer through the Human Resources Manager. The report must provide an overview of the training provided and the usefulness of the performance management tool delivered to the achievement of the strategic objective of the PPPC.

#### **5 Duration of the Assignment**

The proposed assignment is expected to be executed by an individual consultant within a period of 3 months. The estimated level of effort is 30 man-days.